PLANNING COMMUNITY OF PRACTICE

Harry Kitch
Deputy, Planning Community of Practice

Planning Community of Practice Conference
San Francisco, May 9-11, 2006

Communities of Practice

***CoPs are about people*:**

- **Enhancing and expanding relationships**
- **Providing clear and shared understanding**
- **Being accountable to each other**
- **Capturing and sharing knowledge to serve others**

It is all about building TRUST

Definition of "CoP"

"A group of people who regularly interact to collectively learn, solve problems, build skills and competencies and develop best practices around a shared concern, goal, mission, set of problems or work practice." **ER 25-1-8**

Civil Works P-CoP
HQUSACE Staff

Leader, Planning
Community of Practice

Tom Waters, SES

Deputy PCoP – **Harry Kitch** *
Chief Environmental Planner – **vacant** **
Senior Planners – **Skip Fach and M. Johanning**
Cultural/Historic Preservation – **Paul Rubenstein**
Secretary – **Philomena Herasingh**

**Also serves as CW Business Program Leader for Flood & Coastal Storm Damage Reduction business program*

*** Works directly for Leader - PCoP*

CoP General Information

Engineering Regulation 25-1-8, 23 January 2006

Essential Principles of Communities of Practice:

- **Support the USACE Mission**
- **Built on Trust**
- **Provide Value to Their Members**
- **Engines of Learning**
- **Not bound by Geography, Organization or Hierarchy**

Mission Essential Tasks:

- **Execute Community Functional Responsibilities**
- **Promote a Capable Workforce**
- **Build and Maintain Relationships and Coalitions at All Levels**
- **Promote Organizational Communication**
- **Enhance Organizational Learning**

CoP Purpose

- **Capture, share, and create information and knowledge within USACE business lines and functional areas**

- **Enhance technical skills and capabilities**

- **Support mission execution by solving problems, challenges and reducing error**

CoP Benefits

- **Significant time and cost savings**
- **Prevention of knowledge loss**
- **Less “reinventing the wheel”**
- **Promotion of innovation**
- **High-quality information flow from both inside and outside the community**
- **Error reduction**

Planning CoP Membership

Members *(approx. numbers)*

- **HQ Planners - *10 (RITS) and P-CoP 5***
- **HQ Policy and Policy Compliance Review - *20+***
- **Field Planners – *500 + / -***
  - **Supported by cost shared studies (GI)**
  - **MSC planners have multiple hats**

Sub-CoPs

- **Plan Formulation and Policy**
- **Economics**
- **Environmental (Ecosystem Restoration)**

Planning CoP Mission

- **Assure Adequacy of USACE Planning Capability**
- **Provide SMEs for Authorization of CW Projects**
- **Develop and Maintain CW Planning Procedures and Guidance**
- **Support CW Policy Development**
- **Manage CW Planning and Policy Related Research Program**
- **Support CW as Leaders for Flood Damage Reduction & Environmental Business Programs**

PCoP Information Sharing

- **Planner's Resource Web (currently at IWR)**
- **Monthly HQ Planning CoP meeting**
- **Sub-CoP conference calls – national/regional**
- **Twice-monthly teleconference w/MSC Planning Chiefs & HQ**
- ***Planning Ahead*** **monthly newsletter**
- **Planning Advisory Board (PAB) meetings**
- **Corps-wide PCoP Conference (May 06 – San Francisco)**
- **Planning Excellence Awards – Team and Planner of the Year**
- **Planners Reference CD (being updated)**
- **Civil Works Policy Pocket Reference (Dec 05 being printed)**

PCoP Training - Capability

- **Planning Associates Program**
- **Core Curriculum Courses**
- **Masters Program**
- **PROSPECT proponents and instructors**
- **Special training sessions and workshops**

Planning Guidance

Planning Guidance

- **Published 5 new Planning ECs**
- **Published ER on Risk Analysis for Flood Damage Reduction Studies**
- **Managed the Guidance Maintenance Update Program – PGN and Appendices**

Research and Development

- **R&D – Decision Analysis**
- **Flood Data**
- **Transportation Systems**

PCoP Next Steps

- **Business Transformation**
  - **Limited funding to address “Corps Reform”**
  - **Relationship Building**
  - **LEAN Analyses**
    - **Preauthorization Decision Document**
    - **Project Cooperation Agreements**
- **WRDA**
  - **Re-establish planning vertical team in support of WRDA**
  - **Firm up process for legislative proposals**
- **Leveraging resources to address national needs (SLS, LCA, Everglades)**
- **Initiated development of a Planner Web portal – still in progress**
- **Planning Models –**
  - **Pilot tests for certification**
  - **HQ guidance on certification**

PCoP Next Steps (con't)

- **Training gap analysis and bridging plan**
  - **National inventory of needs and capability**
- **Maturing PCX**
  - **Peer Review**
  - **Model Certification**
- **Supporting integration of CW Strategic Plan watershed approach**
  - **FY 06 GE funded watershed assessments**
  - **Budget Guidance**
  - **EC 1105-2-409 Planning in a Collaborative Environment**

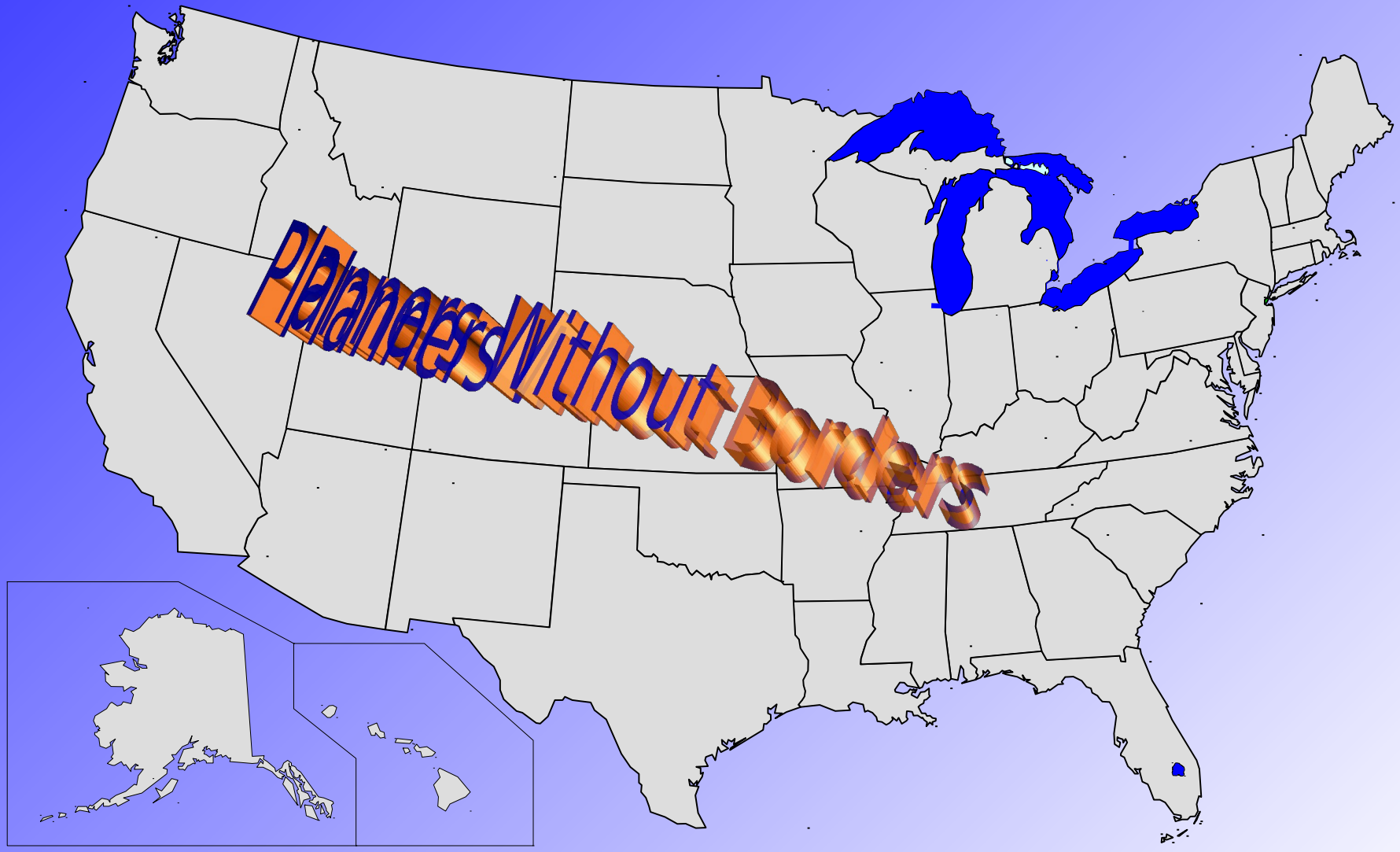
PCoP Long-terms Plans

- **Planning will lead the Corps in implementing regional and watershed holistic approach and relationships**
- **External stakeholders will be partners in all aspects of planning and policy development**
- **We will continue to mature the Planning Excellence Program, all aspects…capabilities, tools, etc.**
- **We will use cutting edge technology and effective communications to make PL/Pol CoP a reality**
- **Policy knowledge and expertise will be cultivated throughout planning community**
- **PL/Pol CoP will be experts in authorization and build associated relationships**

PCoP Long-terms Plans con't

- **HQ reviews will be front-end loaded, integrated, and incorporate vertical team**
- **PL Centers of Expertise will become viable, critical component of Corps capabilities**
- **Expertise is precious, and will be nurtured and leveraged across regions and the Corps**
- **Streamlining planning processes will be part of the mission**
- **We will promote and encourage flexibility and innovative thinking**
- **The quality of our work and our recommendations will be above reproach**

Community of Practice



Planning Excellence Program

- Planner Training and Development
- Planning Leadership Development ☑
- Centers of Expertise
- Quality Assurance /Quality Control ☑
- Delegation of Approval Authority ☑
- Planning Model Improvement
- Environmental Benefit Evaluation Procedures
- Environmentally Sustainable Project Formulation
- Office of Water Project Review ☑

☑ = Done = Continue or modify